Staffing System Redesign and Central Referral in Transition

Briefing for Manpower and Force Management Planning Board
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- **Background**

- **Functional Requirements Design**

- **Current DASA(CPP) Actions**

- **Central Referral Fundamentals**

- **ACCES Assessment**

- **Improve ACCES**

- **ACCES in Transition**

- **Future of Central Referral**

- **Insuring Good Referrals**

Background

- **Dec 00 Staffing Conference and follow-on workshops in Jan/Feb 01 defined staffing standardization/automation needs**
  - √ **Standard Resumix processes and job kit and one port of entry**
  - √ **Army-wide inventory based recruitment processes**
    - **Army-wide merit promotion plan**
  - √ **Improved employment page and one page announcements**
    - **Use forecasting tools in recruitment**
    - **Payroll problem reporting/tracking system**
    - **Fully integrated/automated support systems**

- **MACOMs/CPACs/CPOCs/CPOCMA/Career Management participated**

Functional Requirements Description
Central Resumix Data Base

- One port of entry for applicants

- Robust/redundant 24/7/365 central data base

- Standard work processes, supplemental data sheet, job kit certificate, and resume builder

- Central help line and resume verification units

- E-mail interest and availability feature

- Applicant Notification Web Enabled Response (ANSWER) feature
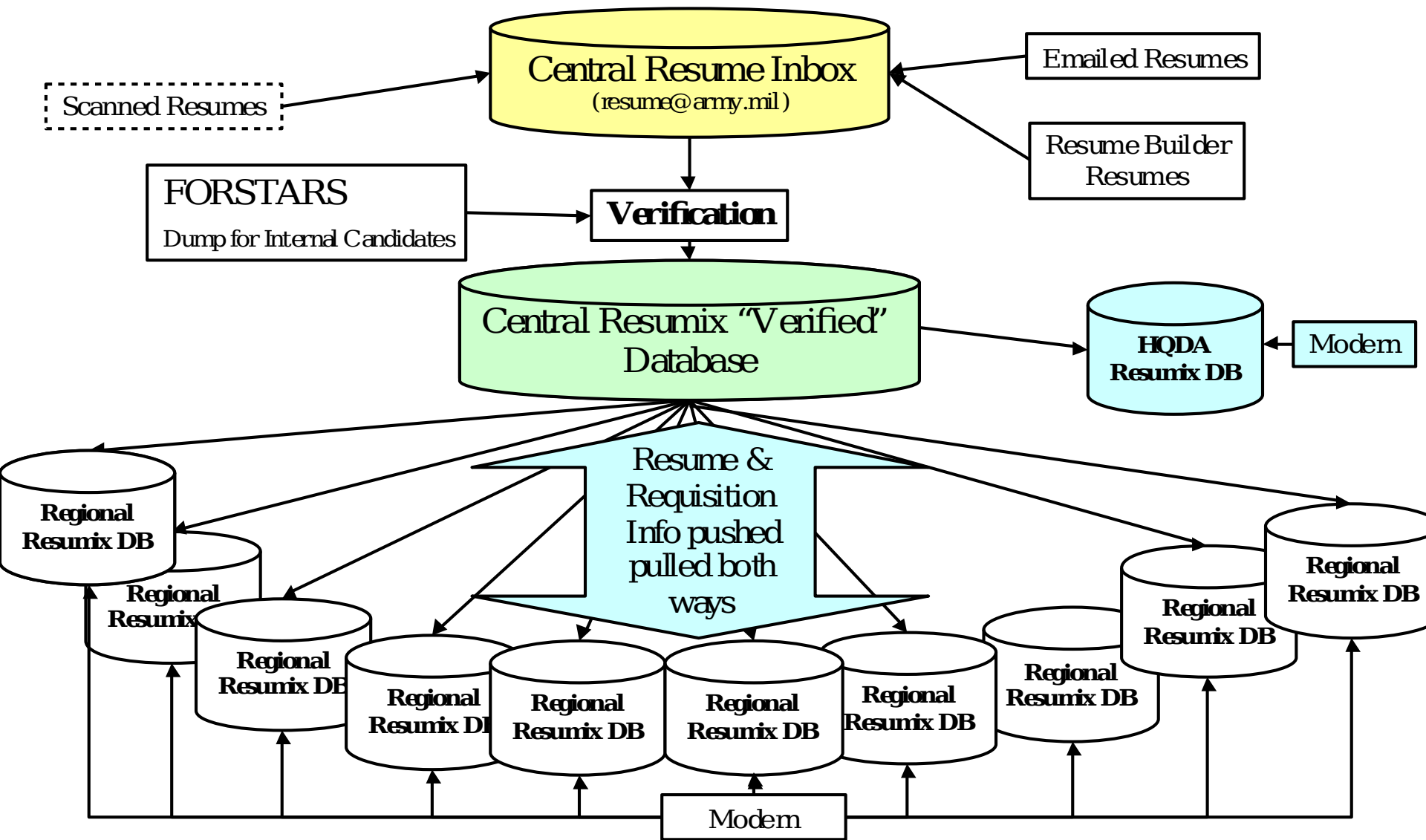
Functional Requirements Description
Inventory Based Recruitment

- Open continuous and special announcements
- What's Hot job flyers
  - "Send a friend" e-mail feature
- Where opportunities exist and projected vacancies information
- Recruitments in Progress information
- Career field relational table
- Inventory purge provisions (frequency being discussed/e-mail feature to be used)

Current DASA(CPP) Actions

- Functional and technical staff reviewing conference and workshop products

- Detailed requirements and system design to reengineer the staffing process are being developed

- Target for full implementation - April 2002

Central Referral Fundamentals

- **Central management and referral for career program positions is a positive management tool.**

- **Central referral is an Army-wide merit promotion system allowing common management of similar leadership positions throughout Army.**

- **Central referral must be the <u>best</u> option.**
  - **Quickest**
  - **Meet candidate and managers needs**
  - **Insure high quality candidates**

ACCES Assessment

- **No longer best value**

  - **Not superior to local merit promotion**
  - **Less than third of senior level jobs filled through DA CRO**
  - **Only 6% of all career program jobs filled through DA CRO**
  - **Closed (internal) system**
  - **FCRs, managers, and employees dissatisfied**
  - **Cumbersome to operate and maintain**
  - **Resource intensive**

Improve ACCES

- **What adds little value?**
  - **Employee accomplishment ratings**
  - **Weighting of selection criteria (KSAs)**
  - **Rating of lateral candidates**

- **Tested referral lists with modified rating criteria**
  - **Discounted accomplishment ratings**
    - **Used employee ratings of knowledges**
    - **Used supervisor/reviewer ratings of knowledges and abilities**
  - **Reversed weights of selection criteria**

Improve ACCES
(Continued)

- **Impact of modified criteria**
  - **Difference insignificant**
  - **<10% changes among candidates near cut off point**
- **Benefits**
  - **More readily update inventory**
  - **Attract more registrants**
  - **Save resources**
  - **Simpler process**

- **System validity would be retained**

ACCES in Transition

- **Fully automated referral requests**

- **Eliminate weighting of KSAs on referral requests**

- **Eliminate accomplishment write-ups and rating panels**

- **Eliminate rating of lateral candidates**

- **Electronic Interest and Availability queries**

- **Continue internal system improvements that simplify and speed the process for applicants and managers**

The Future of Central Referral

- **From an applicant perspective no separate system**
  - **Use Army's one port of entry for recruitment**

- **Use Inventory Based Recruiting focusing on specific needs of career programs**

- **Reshape CPOD to provide technical expertise to FCRs on candidate evaluation tools, job analysis, and recruiting**

- **Partner with FCRs, MACOMs, CPOCMA and CPOCs to expand active recruiting efforts**

- **Use Delegated Examining Authority and other resources to meet intake needs for career programs**

How Do We Insure Good Referrals?

- **HR staffers with demonstrated proficiency in**
  - **Job Analysis**
  - **RESUMIX knowledge base**
  - **RESUMIX skills extraction methodology**
  - **Sound familiarity with functional area**
  - **Pro-active interaction with managers to**
    - **establish effective recruiting strategy**
    - **develop and refine search criteria that yield good candidates the first time around**

Human Capital - "High Risk" Category

NO SYSTEM WILL BE ABLE

TO GENERATE GOOD REFERAL LISTS

IF WE FAIL TO ATTRACT QUALITY CANDIDATES and

IF WE FAIL TO DEVELOP OUR EMPLOYEES

HUMAN RESOURCES -

OUR MOST VALUABLE ASSET